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# REPORT

of

## THE LONG TERM PLANNING COMMITTEE BOSTON SETTLEMENT COUNCIL

UNITED COMMUNITY SERVICES  
OF  
METROPOLITAN BOSTON

*Division of Recreation  
Informal Education and Group Work*

October 1, 1960



*Tomishow*

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## I N T R O D U C T I O N

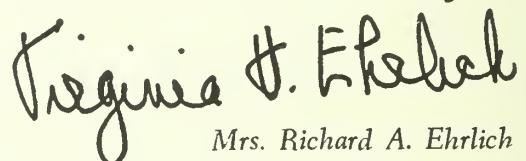
The Settlements and Neighborhood Houses of Greater Boston have a long and distinguished history of service in helping their members adjust to their troubled surroundings. They are, however, for the most part inadequately housed in obsolete buildings and operate with woefully insufficient funds. Their scant professional staffs face the myriad problems and decisions of how to serve their neighbors in the complexities of the rapidly changing life of the city.

The Settlement Council, in addition to continuing the task of the last few years of upgrading salaries, looks now to sharpening the goals of Settlements, studying the total community with a view to what geographic areas most need the unique contribution of its Houses and to drawing up a LONG RANGE PLAN for their future.

Beginning in November of 1958, the Long Term Planning Committee, composed of professional and community persons appointed by the Settlement Council, has gathered and sifted material from the National Federation of Settlements and Neighborhood Centers, reports of the annual Boston Settlement Fall Conference, studies of other metropolitan cities and towns and analyses of individual houses and their neighborhoods. This material forms, in large part, the basis of the Mason-Karpeles Report which takes final form in the "NEIGHBORHOOD SERVICE CENTER", the emerging role of the Settlements. That part of the Committee's report devoted to RECOMMENDATIONS also finds basis in the deliberations of the Boston Settlements at Greenfield, N. H. in 1957, at Pembroke, N. H. in 1958, Winchendon, Mass. in 1959. In the last instance, the interim report of the Committee was thoroughly worked over by the Settlement Board members and professionals.

Having defined the goals and drafted its Recommendations, the Committee went on to pin-point the GEOGRAPHIC AREAS OF NEED. This section of the Report was done with material most generously made available by the Planning Boards and Redevelopment Authorities of the various cities and towns of Greater Boston, the Research Division of the United Community Services of Metropolitan Boston and by Professor Frank Sweetser of the Department of Sociology and Anthropology of Boston University. This information was adapted and correlated by Mark Fortune of our Committee. We are indebted to many individuals and groups for their assistance in the completion of this study: Milton Brown of the National Federation of Settlements and Neighborhood Centers for studies of need in areas of the city not served by Houses and to John L. Barry for field work in neighborhoods currently receiving some settlement service; John P. Chase and Stanley S. Ganz greatly assisted us in the Recommendations; the United Community Services has given constant and devoted assistance through the Community Organization Service Division; the secretary of the Settlement Council, Solomon C. Fuller and his assistant, Mrs. Ethel W. Boyd and the Committee itself has worked with uninterrupted zeal.

In offering this Report we suggest it be the basis for further study and planning by the individual settlements, the Boston Settlement Council and other United Community Services' appropriate divisions and committees.



Virginia J. Ehrlich

Mrs. Richard A. Ehrlich

September 20, 1960

Mrs. Richard A. Ehrlich, Chairman  
Long-Term Planning Committee of the  
Settlement Council

LONG TERM PLANNING COMMITTEE

Mrs. Richard A. Ehrlich (Chairman)  
President, Denison House

Douglas F. Cochrane, President  
United South End Settlements

Miss Jane Dale, Director  
Elizabeth Peabody House

Arthur L. Davis, Director  
Norfolk House Center

William F. Flaherty, Director  
Jamaica Plain Neighborhood Center

Mark Fortune, Director  
Cambridge Community Services

Frank L. Havey, Director  
North End Union

Henry Hudson, President  
Settlement Council  
&  
Vice-president, East End Union

Harry D. Karpeles, Asst. Director  
Jewish Centers Association

Miss Josephine R. Lambert  
Roxbury Neighborhood House

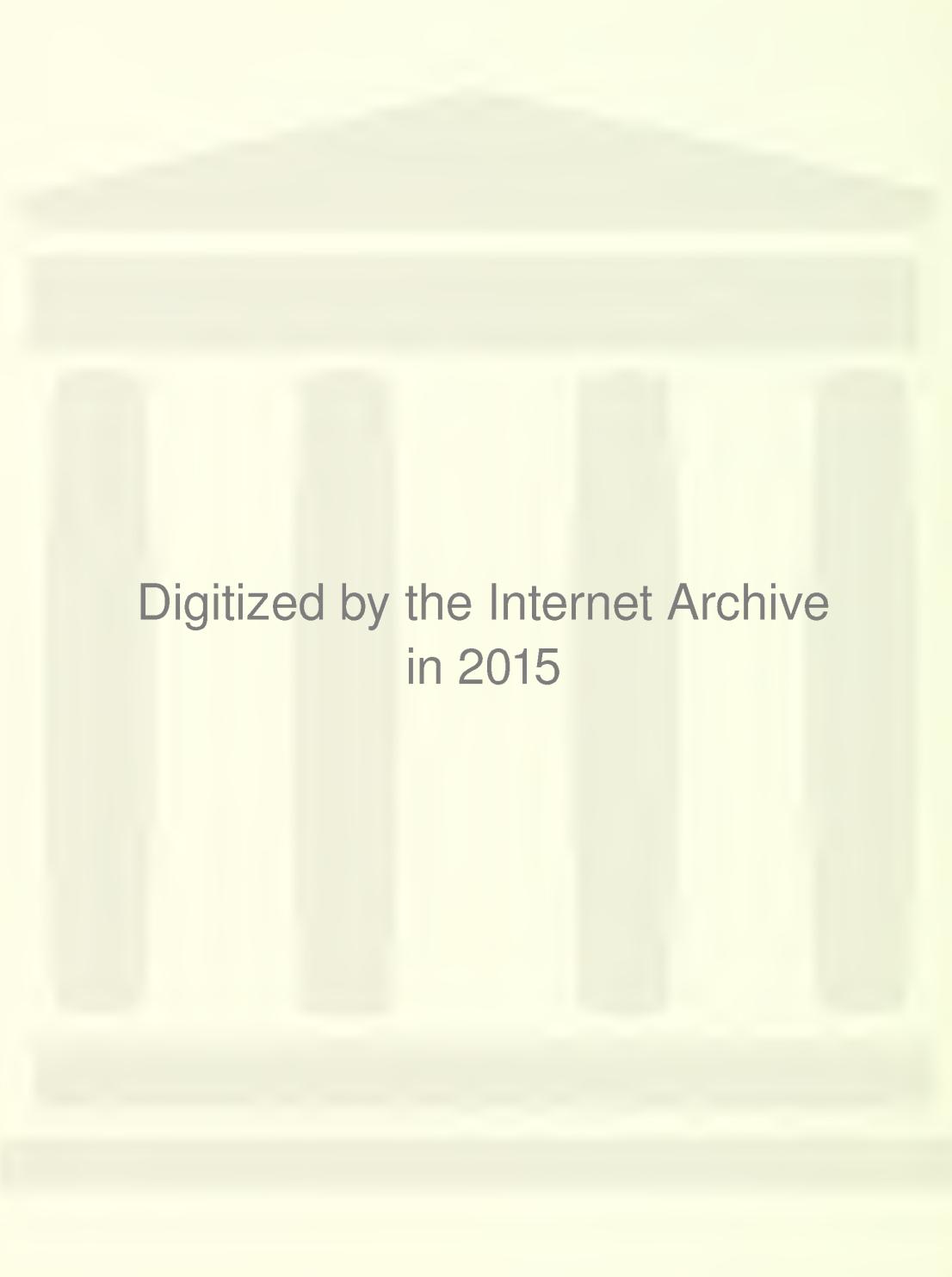
Charles W. Liddell, Exec. Director  
United South End Settlements

Mrs. Charles E. Mason, Jr., Vice-president  
Elizabeth Peabody House

John McDowell, Dean  
School of Social Work  
Boston University

Frederick B. Taylor, Vice-president  
United South End Settlements  
&  
Settlement Council

Solomon C. Fuller, Secretary  
Boston Settlement Council



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Like other enormous metropolitan areas, Greater Boston desperately needs the help and understanding, the wisdom and sympathy, the guidance and inspiration that Neighborhood Service Centers can provide.

In this report we identify the vulnerable areas of the larger community and show their relative degree of need. The basis of such identification is the 1950 U. S. Census data and 1960 field studies of current conditions and trends.

One important purpose is to stimulate continued planning. These preliminary findings can be refined and expanded when better information is available from more up-to-date statistics and indices of need.

We present maps based upon data now ten years old. It may appear that these statistics no longer give a true picture of conditions. But we believe the following comments apply:

- a) No more up-to-date Census information is at hand. To wait for 1960 data would mean postponing the study for at least several years.
- b) The core cities of the metropolitan area have not changed sufficiently in the last decade to invalidate 1950 information. Most changes which have occurred, such as redevelopment projects and migrations, can be pin-pointed at the more detailed level of neighborhood planning.
- c) The use of 1950 data as a base makes it possible to study trends when 1960 data are made available.

The need for Neighborhood Service Centers is confined to the older core cities of the metropolitan area. While many of our Centers are well located, the pattern of location is haphazard in relation to need. Some neighborhoods appear to have overlapping services while others of great need have none.

We started with a map showing our whole metropolitan area. With it as a base, two transparent overlays were prepared. One shows census tracts and was obtained from the U. S. Census. The second delineates communities and neighborhoods, and is an original compilation, to our knowledge never before attempted, for all the core cities of Metropolitan Boston.

Map #1 shows how census tracts and neighborhoods relate. From this point on in our study, the neighborhood map only is used as the base map, but it should be kept in mind that all data are based on census tracts. The shift from census tracts to neighborhoods has been made because the neighborhood concept represents a better base for planning and citizen participation. Census tracts are too small in size, too arbitrary in boundaries.

NEIGHBORHOOD SERVICE CENTERS

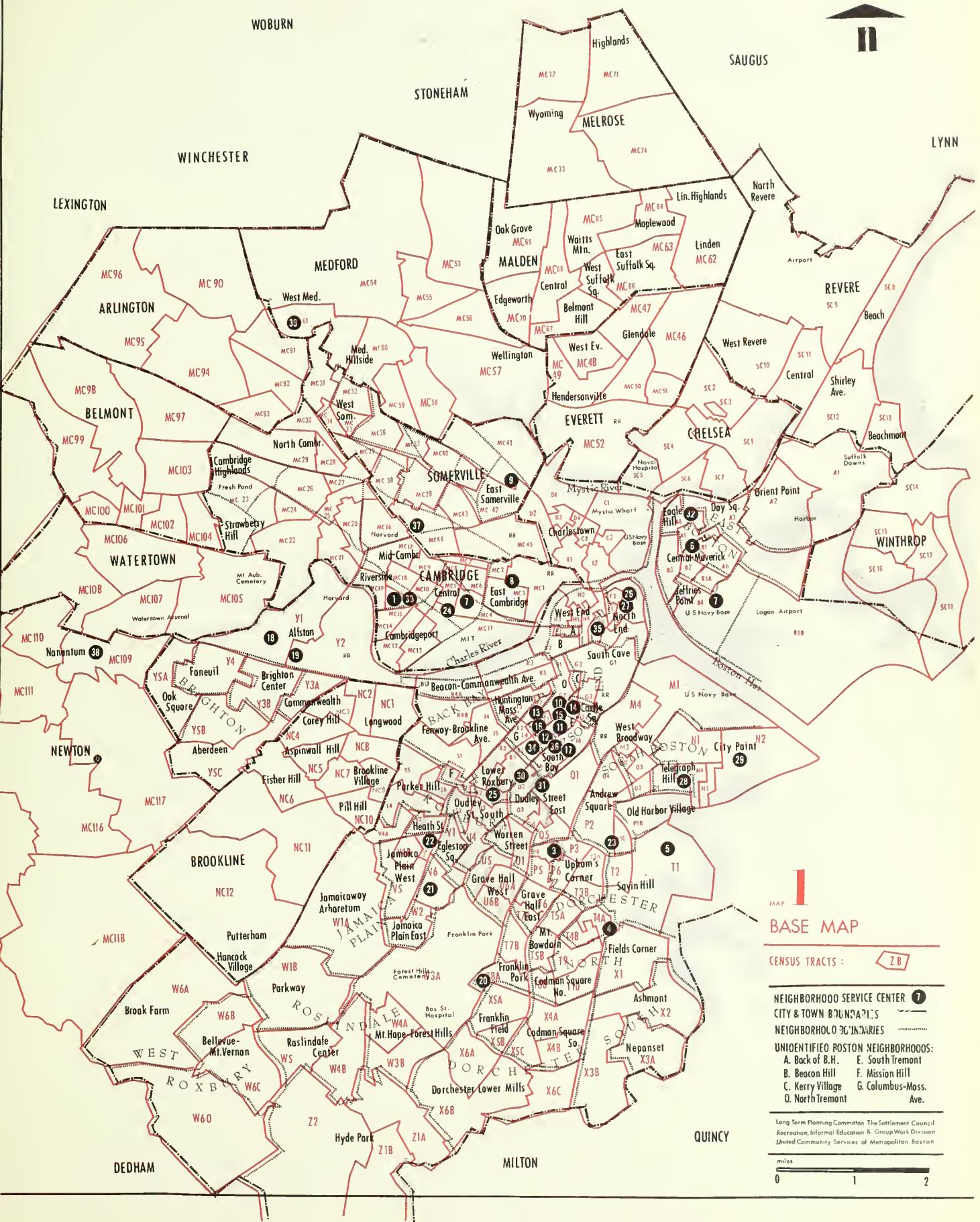
With key numbers to assist in locating such Centers on our maps

Key #	Center	Address
1	Cambridge Community Center	5 Callender Street, Cambridge
2	Cambridge Neighborhood House	79 Moore Street, Cambridge
3	Denison House	25 Howard Avenue, Dorchester
4	Dorchester House, Inc.	1353 Dorchester Ave., Dorchester
5	Columbia Pt. Center (br. of #4)	274 Mount Vernon St., Dorchester
6	East Boston Social Center	William C. Kelley Sq., E. Boston
7	Goodwill House (br. of #6)	11 Lamson Street, East Boston
8	East End Union	105 Spring Street, Cambridge
9	Elizabeth Peabody House	93 Broadway, Somerville
37	Elizabeth Peabody House	134 Beacon Street, Somerville
10	Ellis Memorial	66 Berkeley Street, Boston
11	United South End Settlements	20 Union Park, Boston
12	Children's Art Center, Inc. (br. of #11)	36 Rutland Street, Boston
13	Harriet Tubman House	25-27 Holyoke Street, Boston
14	Lincoln-Hale House	80 Emerald Street, Boston
15	South End House	20 Union Park, Boston
16	Rutland Street Center	48 Rutland Street, Boston
17	South Bay Union	640 Harrison Avenue, Boston
18	Gray Houses, Inc.	31 Lincoln St., North Brighton
19	Hano St. Center (br. of #18)	41 Hano Street, North Brighton
20	Y.M.H.A. - Hecht House	160 Amer. Legion Hwy, Dorchester
21	Jamaica Plain Neighborhood House	276 Amory Street, Jamaica Plain
22	Bromley Park-Heath St. (br. of #21)	42 Horan Way, Jamaica Plain
23	The Little House	275 East Cottage St., Dorchester
24	Margaret Fuller House	71 Cherry Street, Cambridge
25	Norfolk House Center	14 John Eliot Square, Roxbury
26	No. Bennet St. Industrial School	39 North Bennet Street, Boston
27	North End Union	20 Parmenter Street, Boston
28	Olivia James House, Inc.	521 E. 7th Street, South Boston
29	Homans House (br. of #28)	117 Farragut Road, South Boston
30	Robert Gould Shaw House, Inc.	11 Windsor Street, Roxbury
31	Roxbury Neighborhood House	858 Albany Street, Roxbury
32	Trinity Neighborhood House	406 Meridian Street, E. Boston
33	Christ Child Society	54 Kinnaird Street Cambridge
34	Cooper Community Center	719 Shawmut Avenue, Roxbury
35	Parker Memorial	11 Bulfinch Place, Boston
36	South End Music Center	32 Rutland Street, Boston
38	Rebecca Pomroy House, Inc.	24 Hovey Street, Newton
39	West Medford Community Center	111 Arlington Street, Medford

Outside scope of map

House of Seven Gables Settlement Assn. 54 Turner Street, Salem  
Friendly House, Inc. 38 Wall Street, Worcester  
Newton Community Center 429 Cherry Street, West Newton





Measuring the Need for Neighborhood Service Centers

The Mason-Karpeles Report, presented at the 1959 Fall Conference of the Settlement Council, suggested that Neighborhood Service Centers are needed in areas:

- 1) Where there are severe inter-group tensions;
- 2) Where large groups of people need help in obtaining available social services;
- 3) Where there is a high population turnover;
- 4) Where social services are inadequate to meet needs;
- 5) Where urban redevelopment projects will cause large-scale displacement;
- 6) Where community leadership is lacking or of questionable character; and
- 7) Where neighborhood and civic pride or spirit are lacking;

In addition to these criteria, we suggest two others:

- 8) Where there are positive and diverse elements of sub-culture that should be expressed and enhanced; and
- 9) Where urban rehabilitation and conservation projects will call for widespread citizen participation.

Of indices available, five were chosen as best measuring these needs for Neighborhood Service Centers. These were applied to our map with the resulting designations:

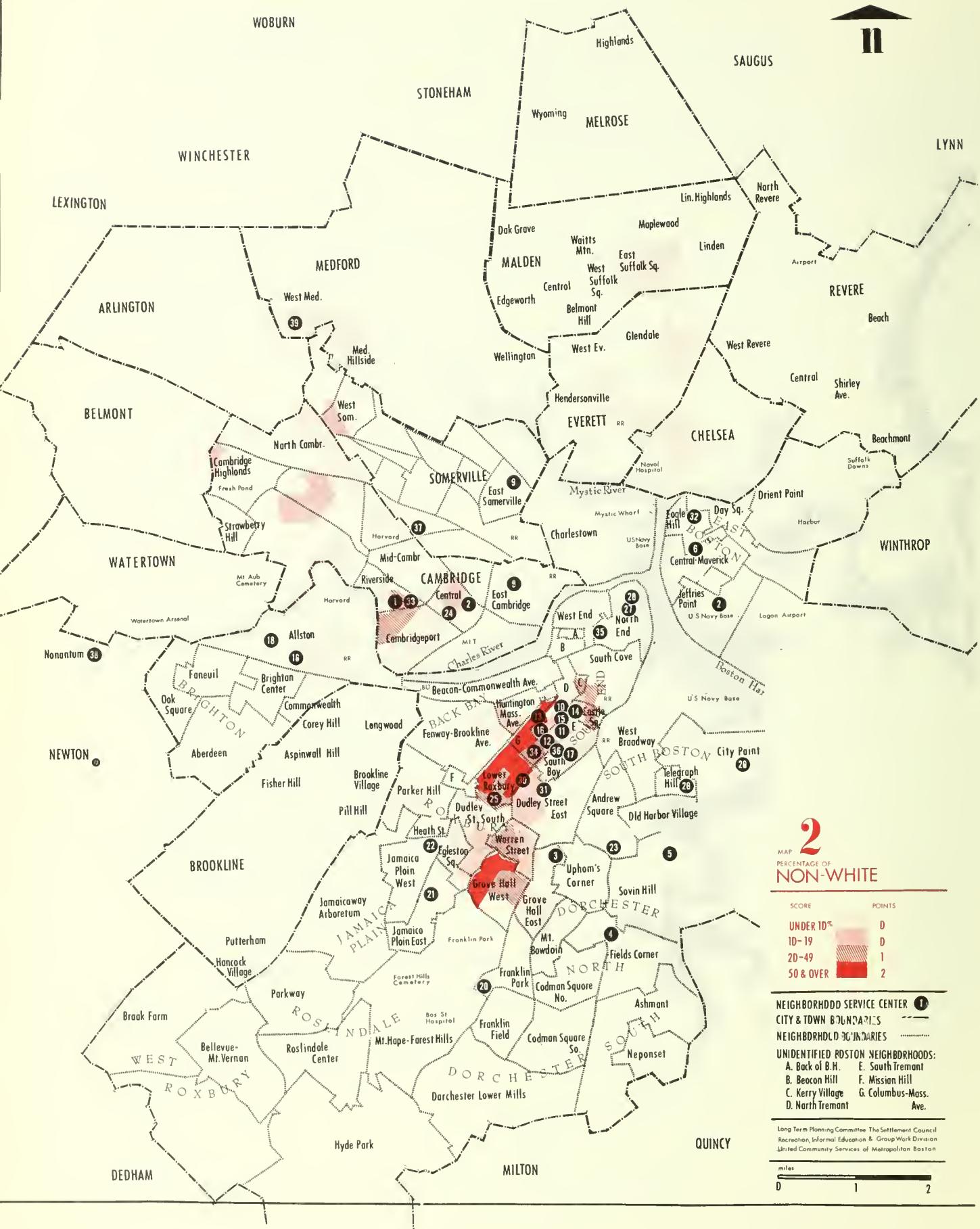
<u>Title of Map</u>	<u>Our Map Number</u>
Non-white .....	2
Foreign-born white .....	3
Social Rank - occupation and education ...	4
Room Crowding .....	5
Housing Quality .....	6

While none of these maps exactly describes the nine points set forth above, they relate closely. For instance, the maps on non-white or foreign-born throw light particularly on areas where there are likely to be inter-group tensions or where there may be traditions to be maintained.

The map on social rank shows where people are likely to be most in need of help in obtaining social services and where community leadership and civic pride are likely to be at lowest levels.

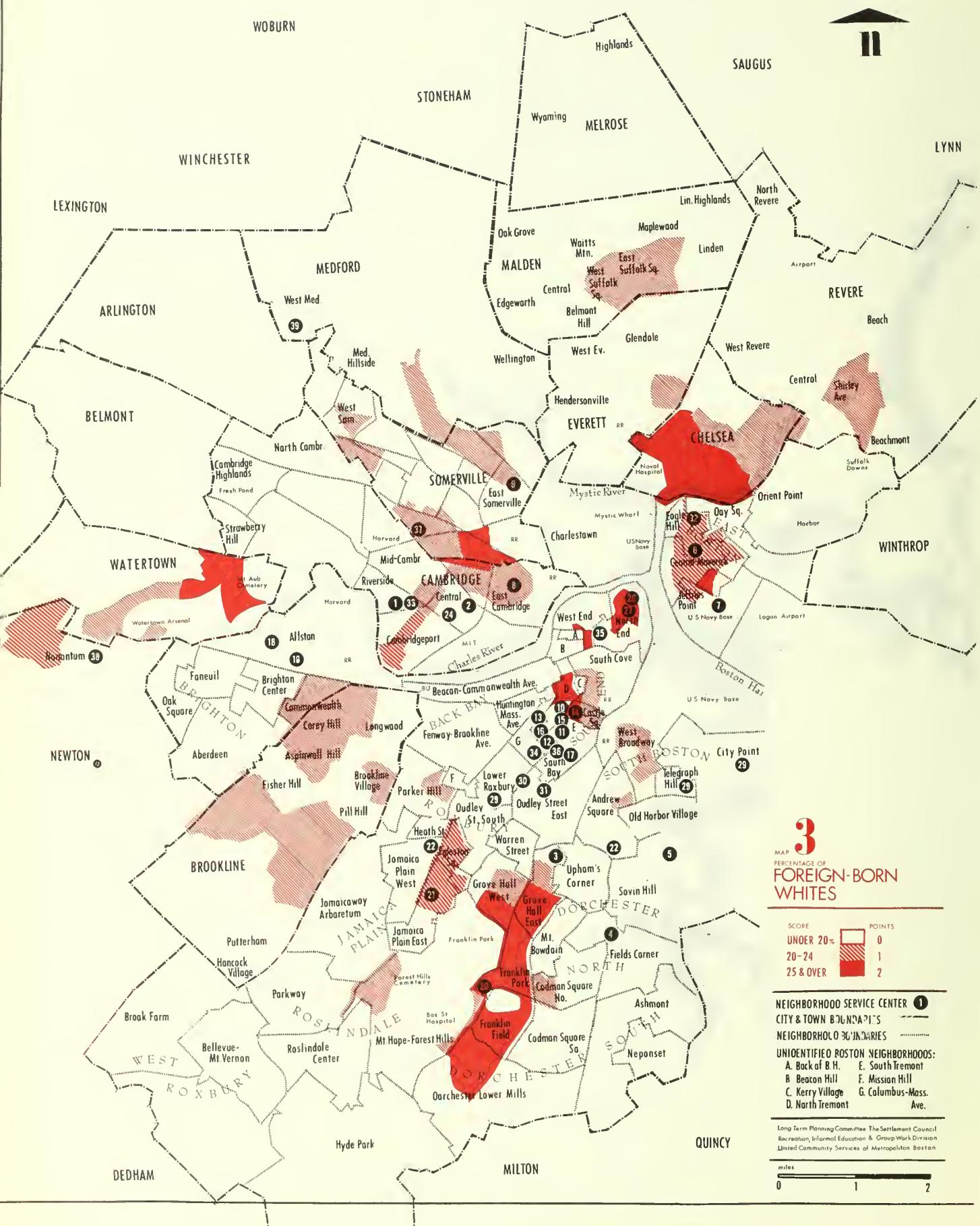
The map on room crowding and housing quality raises questions as to the adequacy of social services and the likelihood of urban renewal projects.

Actually, all of the maps overlap in suggesting implicit social or environmental inadequacies that are the concern of Neighborhood Service Centers. It is likely, for instance, that an area showing a high concentration of non-whites also is characterized by poor housing, overcrowded conditions, inadequate social services and community facilities, an absence of neighborhood and civic morale, and inter-group tensions.



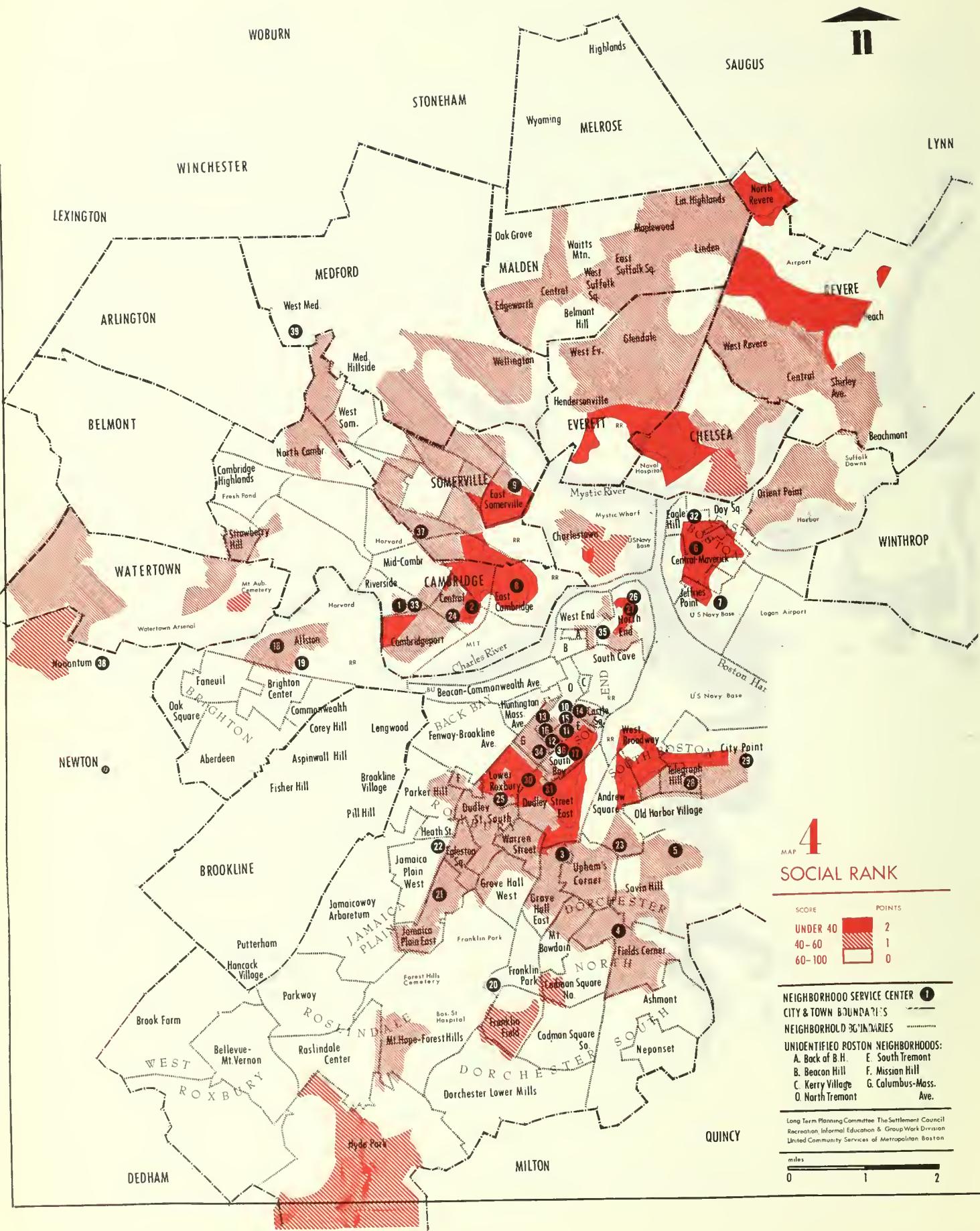
Map 2: Non-Whites

All of the concentrations of non-whites consist of Negroes, except for the Chinatown section of the South End. Areas with relatively low concentration of non-whites may change in the years to come as the Negro population of Boston grows, or as population shifts occur, particularly as the result of highway and redevelopment projects.



Map 3: Foreign-Born Whites

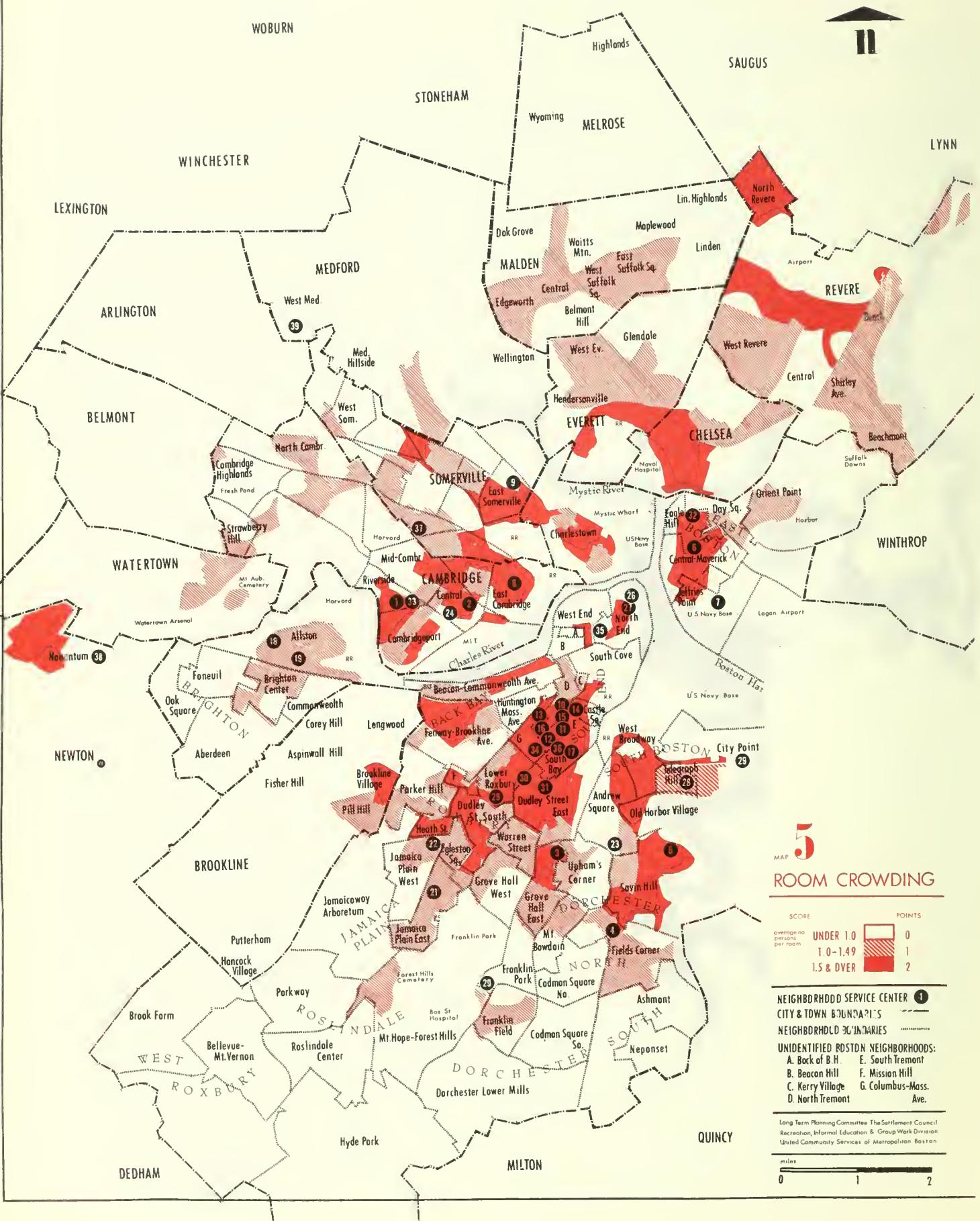
Noticeable concentrations of foreign-born whites are located in almost all of the metropolitan core cities. For better understanding of the significance of these concentrations in any particular instance, further analysis of patterns of mobility, nationality, culture, and social rank must be taken into account.



Map 4: Social Rank

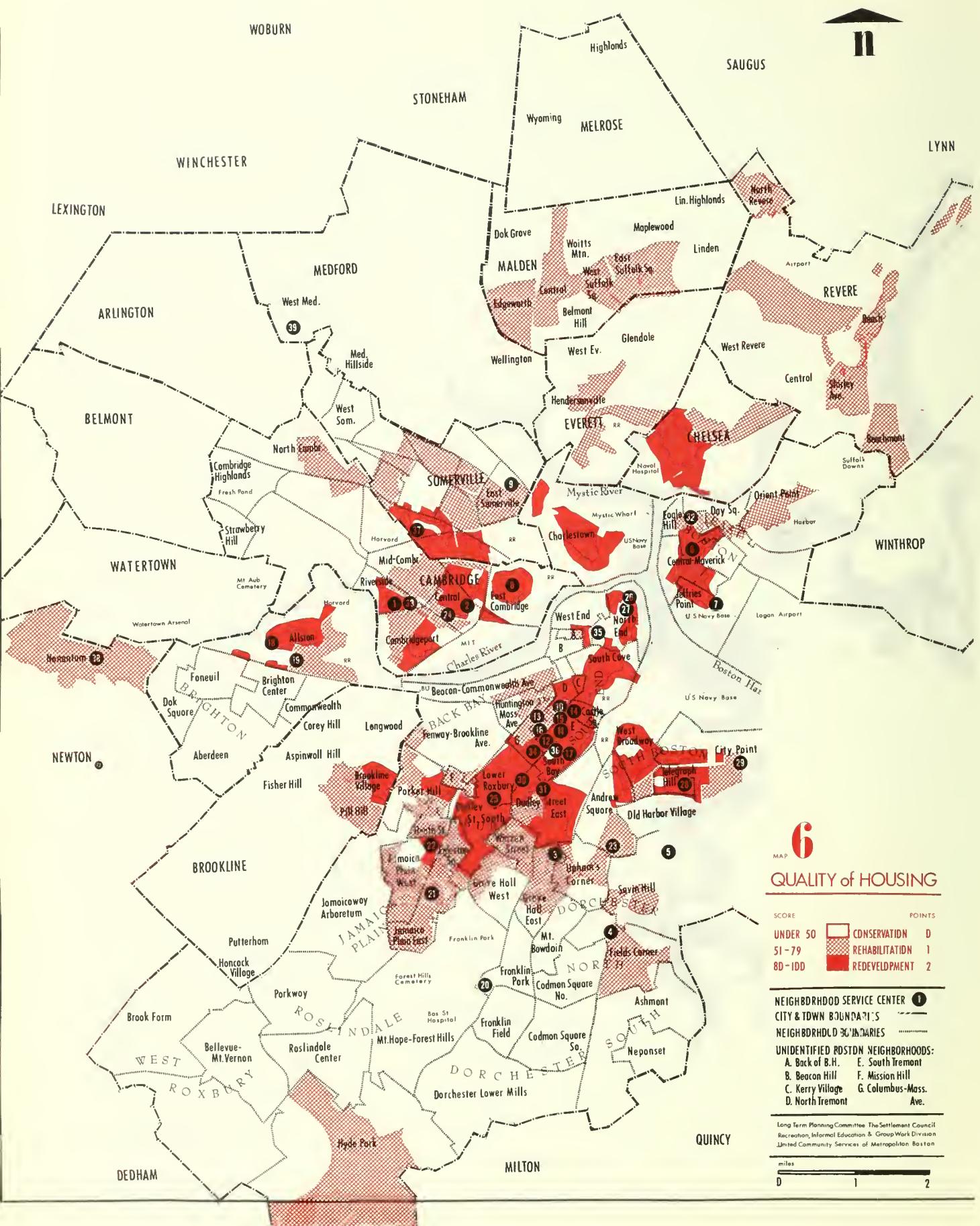
Social Rank is determined on the basis of occupation and education, using the Shevsky-Bell scoring system from zero to one hundred. In simplified terms, those areas with the highest percentages of blue-collar workers and the highest percentages of adults without a complete elementary school education have the lowest scores of social rank.

A third aspect of social rank, economic status, could not be used because of shortcomings in 1950 census data regarding rent and income.



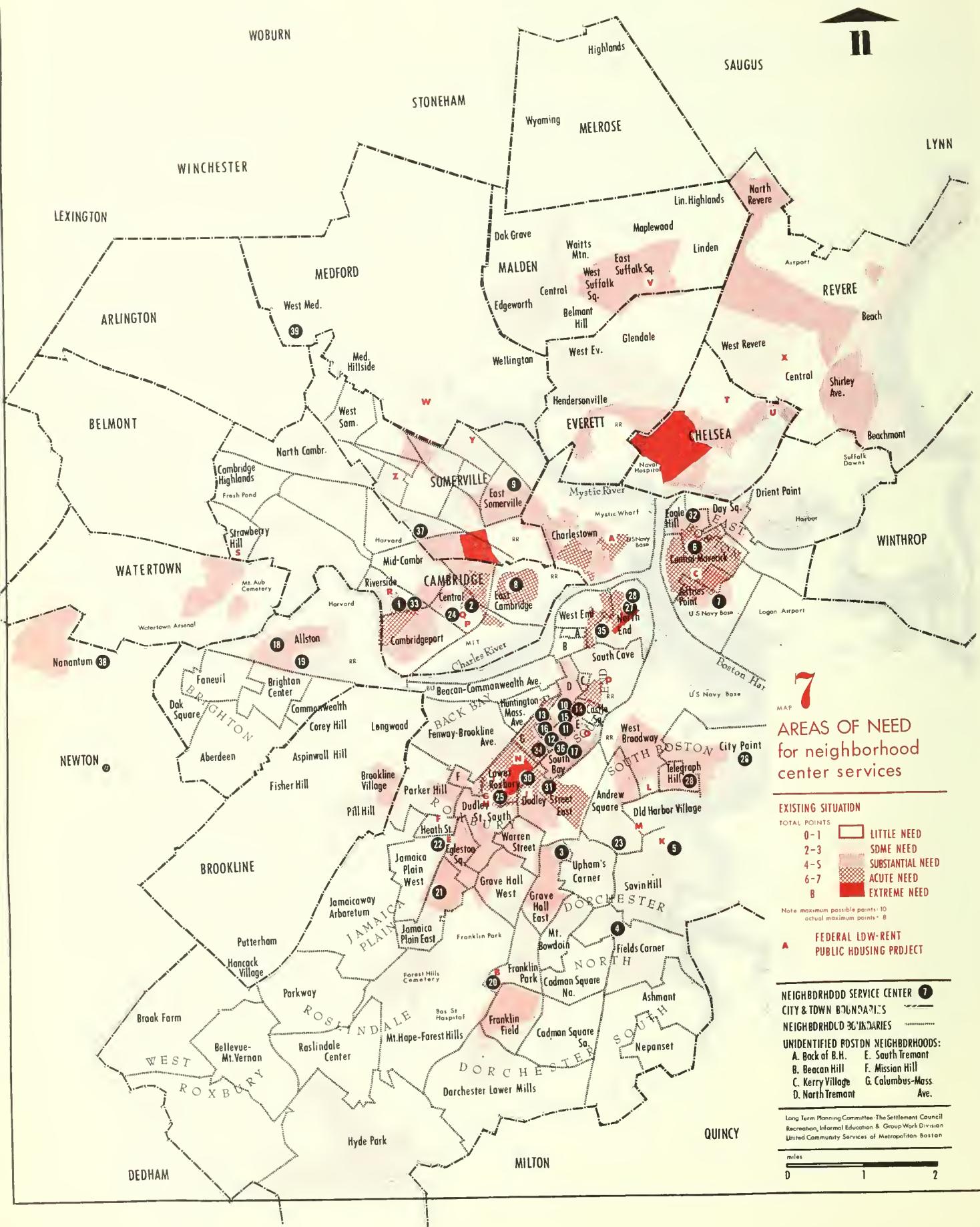
Map 5: Room Crowding

Room crowding is an indication of low economic level as well as high population density. An index that shows population density in terms of persons or children per residential acre would have been preferable, but such data are not available. This condition suggests lack of privacy and inadequate leisure-time space at home that may be important factors in personal breakdown and family disorganization, conditions which demand intensified social service.



Map 6: Quality of Housing

The areas with the greatest number of structures that are dilapidated or that lack running water or central heating have the highest penalty scores in terms of housing quality. These scores indicate the general quality of residential neighborhoods.



Map 7: Areas of Need for Neighborhood Service Centers

This map is a compilation of the preceding ones. As marked on the legends of each, those areas which show extreme conditions received a score of 2 points, while those which show severe conditions received a score of 1 point. For the five maps used, a score of 10 indicates maximum need. Indices indicating a reasonably satisfactory situation receive a zero score. Thus on the composite map, the worst possible score is 10; the most favorable is zero. A score of 8 is actually the highest shown.

There is no shading in residential areas which have been cleared by redevelopment projects, such as the West End in Boston and the Brick Bottom in Somerville.

Colored dots locate Federal low-rent public housing projects. Such projects are included because they house concentrations of broken families in need of social service. These are identified on Table 2.

Table 2: FEDERAL LOW-RENT PUBLIC HOUSING PROJECTS

key #	project	number of dwelling units
<u>B o s t o n</u>		
1 A	Charlestown	1,149
2 B	Franklin Hill Avenue	375
3 C	East Boston	414
4 D	Washington and Beach	274
5 E	Bromley Park	732
6 F	Heath Street	420
7 G	Mission Hill	1,023
8 H	Mission Hill Extension	588
9 I	Orchard Park	774
10 J	Whittier Street	200
11 K	Columbia Point	1,504
12 L	Old Colony	873
13 M	Old Harbor Village	1,016
14 N	Lenox Street	306
15 O	South End	508
<u>C a m b r i d g e</u>		
16 P	Newtowne Court	294
17 Q	Washington Elms	324
18 R	Gen. Putnam Gardens	122
19 S	John A. Corcoran Park	152
<u>C h e l s e a</u>		
20 T	Locke Street	105
21 U	Clinton Street	95
<u>M a l d e n</u>		
22 V	Newland Street	250
<u>M e d f o r d</u>		
23 W	Willis Avenue	150
<u>R e v e r e</u>		
24 X	Broadway	100
<u>S o m e r v i l l e</u>		
25 Y	Mystic Avenue	216
26 Z	Highland Avenue	42

Additional Measures of Need

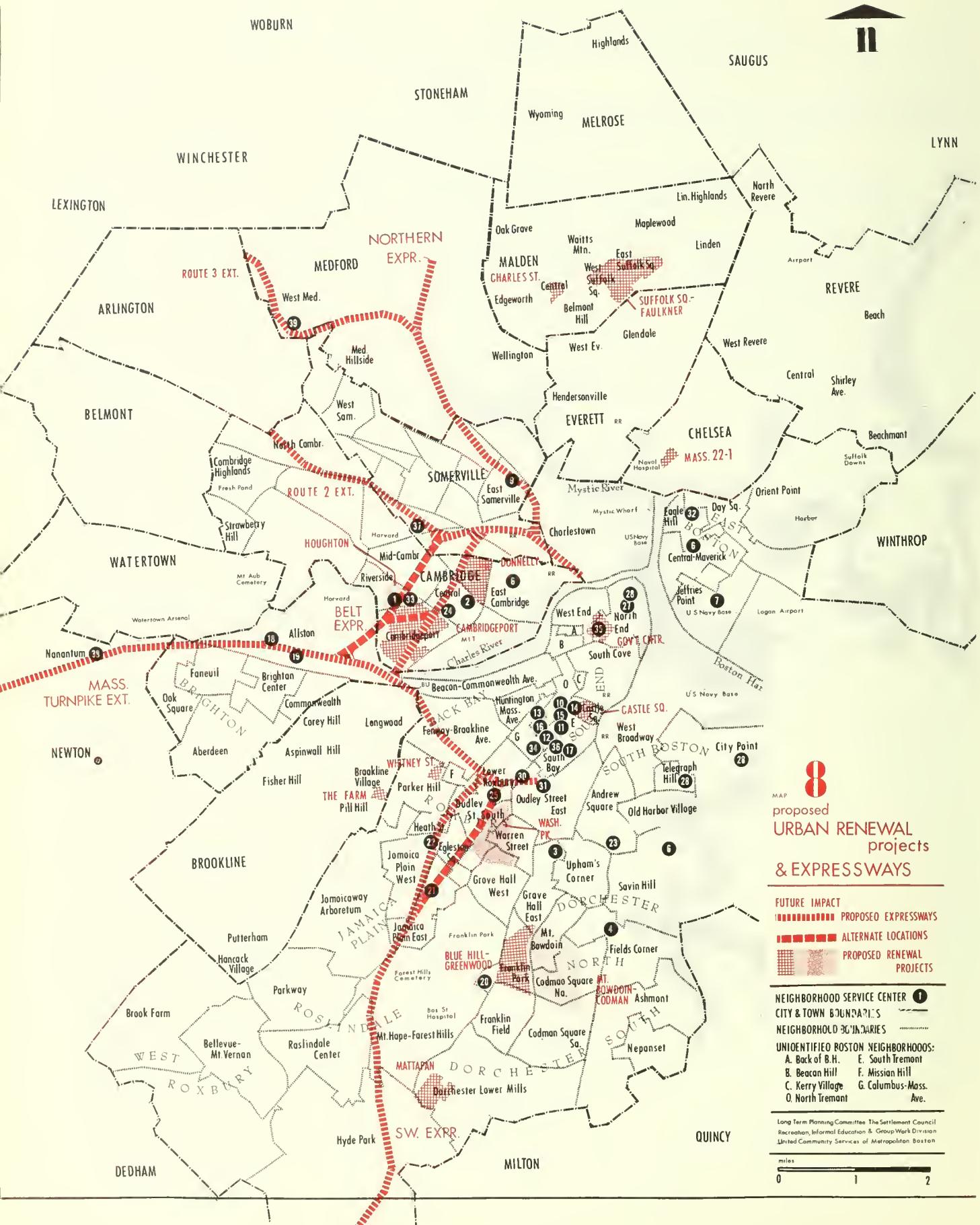
Our series of maps lacks two important indices:

- 1) FAMILY DISORGANIZATION: This could be shown by the Aid to Dependent Children case load of public welfare departments.
- 2) JUVENILE DELINQUENCY: This could be shown by cases handled by the Juvenile Division, Boston Police Department, cases before the Juvenile Courts, cases handled by the Youth Service Board, etc.

This material is available by census tract only for Cambridge and, therefore, could not be used in our study. It would be highly desirable to add these indices in the future.

The U. S. Census provides additional information which will be helpful in a detailed study at neighborhood level, such as

- 1) Children and teenagers
- 2) Persons over 65
- 3) Single persons (non-family population)
- 4) Population mobility



Map 8: Proposed Expressways and Urban Renewal Projects

Expressways and urban renewal projects to be carried out in the next decade will superimpose new demands for services on present-day needs. This map shows the location of such government projects now in the planning stage. Data have been obtained from the Boston Planning Board and local redevelopment authorities. Projects not affecting residential areas have been left out. Other projects, now in advanced or completed stage, such as the West End and the New York Streets Projects, are also not shown.

Projects will have a variety of effects on services.

They may:

- 1) Mean relocation of Neighborhood Service Centers as the population served is removed or greatly diminished;
- 2) Lead to growth of other areas of need as population is relocated;
- 3) Demand sensitive programs of orientation and service to ease the human hardships of relocation;
- 4) Intensify need for citizenship training programs aimed at attitude change and involvement in rehabilitation projects;
- 5) Call for sustained preventive efforts designed to forestall future social and environmental decay in rehabilitated areas.

TABLE 3 which follows, lists alphabetically the areas of need in Metropolitan Boston. For details on each, see page indicated.

T a b l e 3

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<u>WATERTOWN</u>	50

\*More detailed information is available for Cambridge than for the other cities of Metropolitan Boston. We hope future studies will provide more precise data on sub-areas of many neighborhoods.

We have determined degree of need by a careful study of every area and of all factors: conditions as revealed by the maps; planned expressways and urban renewal projects; Federal low cost public housing projects; and current conditions and trends.

In Table 4 we have grouped neighborhoods together by priority rank, indicated by "A", "B", "C", and "D". "A" is top priority.

T a b l e 4

<u>PRIORITY</u>	<u>NEIGHBORHOOD</u>	<u>1950 POPULATION</u>	<u>No. of CENTERS</u>
A	Boston: Lower Roxbury South End	55,000 55,000	4 8
	Cambridge: Riverside	8,000	2
	Chelsea	<u>21,000</u>	0
		149,000	14
B	Boston: Charlestown Dorchester North Upper Roxbury	31,000 105,000 33,000	0 4 0
	Cambridge: Cambridgeport Central Neighborhood Neighborhood 3	12,000 14,000 <u>10,000</u>	0 2 0
		205,000	6
C	Boston: East Boston Franklin Pk-Fld Jamaica Plain North End South Boston	41,000 28,000 40,000 18,000 52,000	3 1 2 2 2

C (continued)

	Cambridge:			
	East Cambridge	8,000		1
	Everett	29,000*		0
	Revere	32,000*		0
	Somerville	<u>68,000*</u>		<u>3</u>
		316,000		14
<hr/>				
D	Boston:			
	Allston	14,000		2
	Cambridge:			
	North Cambridge	7,000		0
	Malden	28,000*		0
	Medford	6,000*		1
	Newton:			
	Nonantum Section	13,000		1
	Watertown	<u>7,000*</u>		<u>0</u>
		75,000		4
<hr/>				

\* - population figures shown are only for those areas which indicate a score on the maps.

The maps show geographical location of need and also permit us to estimate the size of populations which need Neighborhood Service Centers to varying degree. The total population of the entire area of our study in 1950 was about 1,400,000. The population in the areas showing some degree of need for Neighborhood Service Centers was about 745,000.

We believe it is necessary to restate that the foregoing ratings and figures are based upon available data, 1950 Census figures and our own estimate of current trends. The ratings were made after careful studies of all neighborhoods.

We suggest that detailed studies of specific areas be undertaken at the neighborhood level.

The following pages show conditions in those areas of Metropolitan Boston, referred to in Tables 3 and 4, which are in need of Neighborhood Service Centers.

In listing the number of Staff for each agency, we have divided them between professionals, or paid workers, and volunteers. Secretarial and custodial workers are not included. The number shown does not necessarily indicate the number of individuals. The number of hours worked on a part-time basis has been reduced to a full-time basis. Example - the number of professional staff for an agency with three full-time professionals and two half-time equals four. The number of volunteers is computed in the same manner. We recognize that professional social workers invariably work much more than forty hours per week, but as a basis of estimate and comparison, the method used seemed simple and clear.

Persons interested in particular areas may secure additional information at the United Community Services of Metropolitan Boston. It is too extensive and detailed to incorporate in this Report.

NOTE:

On each of the following pages, under the heading "1950 CONDITIONS FROM MAPS", Map #7 shows NEED FOR SERVICES. This is followed by numbers in parentheses. These refer to the rating on Map #7 which is the composite of all other maps.

<u>ALLSTON</u>	Priority D	<u>1950 Pop. 14,128</u>
<u>Centers:</u>		<u>Staff: Pro. Vol.</u>
Gray Houses, Inc. ) (2 locations) )		6 .6

1950 CONDITIONS FROM MAPS:

- Map #2) Small percentage of non-white.
- #3) No foreign-born white.
- #4) Medium scores in social rank in western section.
- #5) Some room crowding throughout.
- #6) In need of rehabilitation and redevelopment.
- #7) NEED FOR SERVICES: (5-2) Substantial in westerly section to Some in easterly section.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Mass. Turnpike Ext.

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: None

CURRENT CONDITIONS AND TRENDS: Not available at date of publication.

<u>CHARLESTOWN</u>	Priority B	<u>1950 Pop. 31,332</u>
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Centers: None

1950 CONDITIONS FROM MAPS:

- Map #2) No non-white.
- #3) No foreign-born white.
- #4) Mostly middle social rank (scores 40-60).
- #5) Extensive room crowding throughout.
- #6) Quality of housing ranks as poor and in need of redevelopment.
- #7) NEED FOR SERVICES: Acute to Some (7-2) Acute need near Navy Yard and City Square.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: None

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: Charlestown Project:  
1,149 Dwelling units.

CURRENT CONDITIONS AND TRENDS: One-third decline in population in last ten years. It is felt that current population of 20,000 will remain static.

DORCHESTER NORTH

Priority B

1950 Pop. 104,843

Old Harbor Village	Cherry Valley
Savin Hill	Grove Hall East
Andrew Square (Part)	Fields Corner
Uphams Corner	Mt. Bowdoin
	Codman Square North

Centers:

	<u>Staff:</u>	<u>Pro.</u>	<u>Vol.</u>
Dorchester House, Inc. )			
Columbia Point Center of )	-----		No Report
Dorchester House, Inc.)			
Denison House	-----	8	2
The Little House	-----	6	.5

1950 CONDITIONS FROM MAPS:

- Map #2) No non-white except in the southerly part of Grove Hall East, where there are less than 10%.
- #3) No foreign-born white except Grove Hall East, where there is a heavy concentration especially in the southerly portion.
- #4) Medium-low social rank, with overall score of 40-60.
- #5) Overall indication of room crowding.
- #6) General need for rehabilitation.
- #7) NEED FOR SERVICES: Substantial (5-4) in Grove Hall East; Some (3-2) in most other areas.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Mt. Bowdoin Improvement Area

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: Columbia Point Project: 1,504 dwelling units; Old Harbor Village: 1,016 dwelling units.

CURRENT CONDITIONS AND TRENDS: Condemnation and demolition of unsafe buildings is widespread and will continue. There is a changing population, showing an influx of non-whites from Southern states and South End. In Cherry Valley section there is growing inter-racial tension.

Pressing need for further services at Columbia Point.

<u>EAST BOSTON</u>	Priority C	<u>1950 Pop. 40,976</u>
Jeffries Point Central-Maverick	Eagle Hill Day Square	
Centers:		<u>Staff: Pro. Vol.</u>
East Boston Social Center)	-----	No Report
Good Will House (branch) )		
Trinity Neighborhood House	-----	5 1.5

1950 CONDITIONS FROM MAPS:

- Map #2) No non-whites.
- #3) Heavy concentrations of foreign-born whites except in Day Square.
- #4) Low social rank.
- #5) Extreme conditions of room overcrowding throughout.
- #6) Shows need for extensive redevelopment and some rehabilitation.
- #7) NEED FOR SERVICES: Acute (7-6) most of East Boston  
Some (3-2) remainder

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: None

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: East Boston: 414 dwelling units.

CURRENT CONDITIONS AND TRENDS: Slight decline in population is being offset by current increase of Italian immigrants. Percentage of older people in area is increasing.

FRANKLIN PARK AND FIELD      Priority C      1950 Pop. 28,384

Centers:      Staff: Pro. Vol.

Y.M.H.A. - Hecht House      19      1

1950 CONDITIONS FROM MAPS:

- Map #2) No non-whites
- #3) Extreme concentration of foreign-born whites in both neighborhoods.
- #4) Scores show high social rank in Franklin Park neighborhood, medium rank in Franklin Field neighborhood.
- #5) Some room crowding in Franklin Field neighborhood.
- #6) No need indicated for rehabilitation or redevelopment.
- #7) NEED FOR SERVICES: (5-2) Substantial in part of Franklin Field to Some in Franklin Park area.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Blue Hill-Greenwood Improvement Area in Franklin Park. Mt. Bowdoin - Codman Improvement Area.

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: Franklin Hill Avenue: 375 dwelling units.

CURRENT CONDITIONS AND TRENDS: Not available at date of publication.

JAMAICA PLAIN

Priority C

1950 Pop. 29,557

Jamaica Plain East      Heath Street  
Jamaica Plain West      Egleston Square

Centers:

Staff: Pro. Vol.

Jamaica Plain Neighborhood House	5	.3
Bromley Park-Heath St. Branch	2	.6

1950 CONDITIONS FROM MAPS:

- Map #2) No non-white except for under 10% in Egleston Square.
- #3) 20-24% foreign-born whites in Egleston Square and northerly part of Jamaica Plain East.
- #4) Middle social rank of 40-60 score in Egleston Square and Jamaica Plain East. Higher social ranks with 60-100 score in Heath Street and Jamaica Plain West.
- #5) Conditions of room crowding show in all areas.
- #6) Quality of housing shows need for rehabilitation throughout with some redevelopment in Jamaica Plain West.
- #7) NEED FOR SERVICES: Substantial (5-4) in Egleston Square and northern part of Jamaica Plain East.  
Some to Little (3-0) in balance.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Southwest Expressway and part of Roxbury Renewal Area.

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: Bromley Park: 732 dwelling units; Heath Street: 420 dwelling units.

CURRENT CONDITIONS AND TRENDS: Many of the older families have been moving away. Area now has a minimum indigenous leaders. Insecurity due to a lack of decision for the route of the South-west expressway, has caused deterioration of housing. Following influx of disorganized families increase of intergroup tensions is evident, also a rise of delinquency, an increase in caseload of public welfare, and a definite lack of community spirit.

Basic physical divisions tend to create pockets of isolated neighborhoods, top quality housing in one area; and within a relatively short distance, some of the most sub-standard housing, with all the problems it incurs.

There is a marked increase in the aged population of the area.

LOWER ROXBURY      Priority A      1950 Pop. 55,239

Dudley Street South      Dudley St. East  
Lower Roxbury      Mission Hill

Centers:      Staff:      Pro.      Vol.

Cooper Community Center		No Report
Norfolk House	8.5	2.25
Roxbury Neighborhood House	8.5	1.75
Robert Gould Shaw House, Inc.	10	2

1950 CONDITIONS FROM MAPS:

- Map #2) Extremely high concentrations of non-white in Lower Roxbury, 10-19% in easterly part of Dudley Street East.
- #3) No foreign born white.
- #4) Extremely low social rank in entire area.
- #5) Extreme conditions of room overcrowding in entire area.
- #6) Extremely poor housing quality with substantial redevelopment and some rehabilitation called for.
- #7) NEED FOR SERVICES: Extreme to Acute (8-6) in Lower Roxbury;  
Acute to Substantial (7-4) in Dudley Street East.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Belt Expressway, Southwest Expressway

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: Lenox Street: 306 dwelling units; Mission Hill: 1,023 dwelling units; Mission Hill Extension: 588 dwelling units; Orchard Park: 774 dwelling units; Whittier Street: 200 dwelling units.

CURRENT CONDITIONS AND TRENDS: Since 1950 conditions in general have worsened. This is a neighborhood of rapidly changing character with high population turnover and severe inter- and intra-group tensions. Demolition is extensive.

NORTH END      Priority C      1950 Pop. 18,248

Centers:      Staff: Pro. Vol.

North End Union      5.5      2.5  
North Bennet Street Industrial School      No Report

1950 CONDITIONS FROM MAPS:

- Map #2) No non-white.
- #3) Over 25% foreign-born white.
- #4) Low social rank (scores under 60).
- #5) Indications of extreme room crowding.
- #6) Housing conditions call for redevelopment in large part.
- #7) NEED FOR SERVICES: Extreme to Acute (8-6)

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: None. Government Center Project nearby.

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: None

CURRENT CONDITIONS AND TRENDS: Only notable change in the last ten years is a rising percentage of 10-14 year olds.

SOUTH BOSTON

Priority C

1950 Pop. 51,721

City Point            West Broadway  
Telegraph Hill       Andrew Square

Centers:

Staff: Pro. Vol.

Olivia James House, Inc.)  
Homans House (branch) )

No Report

1950 CONDITIONS FROM MAPS:

- Map #2) No non-whites.
- #3) 20-24% foreign born in West Broadway and Andrew Square.
- #4) Middle to low social rank with scores ranging under 60.
- #5) Indications of extreme room crowding throughout.
- #6) Need for rehabilitation and redevelopment throughout.
- #7) NEED FOR SERVICES: Substantial (5-4) Less need in easterly part of City Point.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: None

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: Old Colony: 873 dwelling units.

CURRENT CONDITIONS AND TRENDS: In the "D" Street section there are at least 1,000 families with no N.S.C. available. Percentage of older residents is increasing. Housing Project needs help.

SOUTH END      Priority A      1950 Pop. 54,563

Castle Square	North Tremont
South Tremont	Kerry Village
Columbus-Mass. Ave.	South Cove
South Bay	

Centers:      Staff: Pro. Vol.

Ellis Memorial	No Report
South End Music Center	No Report

United South End Settlements:

Harriet Tubman House; Lincoln-Hale)	
House, South End House, Rutland )	
St. Center, South Bay Union, )	32
Children's Art Center, Inc. )	4

1950 CONDITIONS FROM MAPS:

- Map #2) Extreme concentration of non-white in Columbus Ave. - Mass. Ave. area, over 50%; 49-20% in Castle Sq. and South Cove; 10% in South Bay, So. and No. Tremont.
- #3) Over 25% foreign born white in No. Tremont; 25-20% in Castle Sq. and South Cove; negligible elsewhere.
- #4) Southerly part has low social rank with scores under 60; Northerly part has higher scores, 60-100.
- #5) Extreme room crowding in entire area.
- #6) Entire area shows need for rehabilitation and redevelopment.
- #7) NEED FOR SERVICES: Acute (7-6) in South Cove and Columbus Ave.-Mass. Ave. area. Substantial (5-4) in balance.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: South End Redevelopment Project.

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: Washington and Beach: 274 dwelling units; So. End: 508 dwelling units.

CURRENT CONDITIONS AND TRENDS: There has been a population decrease of about 13% in the last ten years, largely the most stable elements of the area. Newcomers are for the most part non-white and Puerto Ricans. The razing of the New York Streets area and talk of other similar moves have created feelings of uncertainty and discourage owners from keeping up properties. Extensive demolition of old houses. Increasing population of single, older people of low income. Increasing intergroup tensions. High incidence of crime, prostitution. Increasing transient and alcoholic population.

UPPER ROXBURY

Priority B

1950 Pop. 32,761

Dudley Street South  
Warren Street  
Grove Hall West

Centers:

None

1950 CONDITIONS FROM MAPS:

- Map #2) Non-whites range from under 10% in Dudley St. South to over 50% in Grove Hall West, with the entire three neighborhoods indicated as having large numbers of non-whites.
- #3) Heavy concentration of foreign-born whites in Grove Hall West, but none in Dudley Street South and Warren Street.
- #4) Middle social rank, with scores 40-60 in Dudley Street South and Warren Street and part of Grove Hall West. Highest scores near Seaver Street.
- #5) Considerable room crowding in Dudley Street South and Warren Street, and in Grove Hall West except in Seaver Street section.
- #6) Dudley Street So. shows need of redevelopment, and Warren St. and Grove Hall West in need of rehabilitation except for Seaver Street area, which shows need for conservation.
- #7) NEED FOR SERVICES: Substantial to Some (5-2)

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Southwest Expressway through Dudley Street South.

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: None

CURRENT CONDITIONS AND TRENDS: Indicate present need to be extreme in some areas. About one-third of the area is slated for urban renewal. High and rapidly increasing concentration of non-whites. Intra-group tensions among the low-income and well-to-do negroes.

CAMBRIDGEPORT, CAMBRIDGE

Priority C

1950 Pop. 12,336

Centers:

None. (nearby Centers in Cambridge draw from Cambridgeport)

1950 CONDITIONS FROM MAPS:

- Map #2) Considerable non-whites, especially in western section.
- #3) Concentration of foreign-born whites.
- #4) Medium and low scale rank, in parts.
- #5) Extensive room crowding.
- #6) Extensive need for rehabilitation and redevelopment.
- #7) NEED FOR SERVICES: (7-2) Acute to Some

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Cambridgeport Urban Renewal Project, Belt Expressway.

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: None

CURRENT CONDITIONS AND TRENDS: Social and population conditions substantially the same as 1950, according to best information available. Housing and environmental conditions improved through demolition of sub-standard structures, considerable rehabilitation of private homes, and provision of new school and playground. These improvements have tended to make neighborhood more attractive for families with growing children.

CENTRAL NEIGHBORHOOD, CAMBRIDGE      Priority B      1950 Pop. 14,361

Centers:      Staff: Pro. Vol.

Cambridge Neighborhood House      No Report  
Margaret Fuller House      4.5      4

1950 CONDITIONS FROM MAPS:

Map #2) Up to 20% non-white  
#3) Some foreign-born white near Prospect Street.  
#4) Low social rank (score under 60).  
#5) High room crowding except for public housing projects.  
#6) Poor housing, in need of rehabilitation and redevelopment, except for public housing projects.  
#7) NEED FOR SERVICES: Acute to Some (7-2) Scores would probably be higher if juvenile delinquency and Aid to Dependent Children could be taken into account.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Belt Expressway and Donnelly Field Urban Renewal Project.

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: Newtowne Court: 294 dwelling units; Washington Elms: 324 dwelling units.

CURRENT CONDITIONS AND TRENDS: Very little change in the last ten years. Cambridge Planning Board rates this area at or near the top in youth problems, welfare cases and sub-standard housing. High rate of juvenile delinquency.

<u>EAST CAMBRIDGE</u>	Priority C	<u>1950 Pop.</u>	<u>8,232</u>
Centers:		Staff:	Pro. Vol.
East End Union		4	.6

1950 CONDITIONS FROM MAPS:

- Map #2) No non-whites.
- #3) 20%-24% foreign-born whites.
- #4) Low social rank (score under 40).
- #5) High room crowding (average 1.5 and more persons per room).
- #6) Need for rehabilitation and redevelopment.
- #7) NEED FOR SERVICES: (7-4) indicate Acute to Substantial.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: None

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: None

CURRENT CONDITIONS AND TRENDS: Largely unchanged in the last ten years.  
Entire neighborhood needs extensive redevelopment.

NEIGHBORHOOD 3, CAMBRIDGE

Priority B

1950 Pop. 9,535

Centers:

None

1950 CONDITIONS FROM MAPS:

- Map #2) Some non-whites.
- #3) Considerable number of foreign-born whites.
- #4) Scores show lowest social rank.
- #5) Extensive room crowding.
- #6) Extensive redevelopment needed.
- #7) NEED FOR SERVICES: (7-4) Acute to Substantial.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Belt Expressway, Donnelly Field Urban Renewal Project.

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: None

CURRENT CONDITIONS AND TRENDS: No social changes that we know of since 1950. A new elementary school has been built with recreational facilities, also a new outdoor swimming pool. Population appears to be declining slightly.

<u>RIVERSIDE NEIGHBORHOOD, CAMBRIDGE</u>	Priority A	<u>1950 Pop.</u>	<u>8,363</u>
Centers:		<u>Staff:</u>	<u>Pro.</u>
Cambridge Community Center		4	1.3
Christ Child Society		1.5	2

1950 CONDITIONS FROM MAPS:

- Map #2) High percentage of non-white.
- #3) No foreign-born white.
- #4) Low social rank (scores under 60).
- #5) Extensive room overcrowding.
- #6) Badly in need of redevelopment and rehabilitation.
- #7) NEED FOR SERVICES: ACUTE (7-6)

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Belt Expressway may pass nearby, adjacent to Cambridgeport Urban Renewal Project. Houghton Project.

FEDERAL LOW RENT HOUSING PROJECTS: General Putnam Gardens: 122 dwelling units.

CURRENT CONDITIONS AND TRENDS: No known population or social changes since 1950. Some rehabilitation of property near Harvard University. Low-rent public housing project built since 1950. Rated by Cambridge Planning Board at or near top in youth problems, welfare cases and sub-standard housing. High rate of juvenile delinquency.

<u>NORTH CAMBRIDGE</u>	Priority D	<u>1950 Pop.</u>	<u>6,597</u>
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Centers: None

1950 CONDITIONS FROM MAPS:

- Map #2) Some non-white, but under 10% of total population.
- #3) No foreign-born white.
- #4) Scores show medium social rank.
- #5) Some room crowding.
- #6) Need for some rehabilitation.
- #7) NEED FOR SERVICES: Some (3-2)

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Concord Pike Extension.

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: None

CURRENT CONDITIONS AND TRENDS: Social conditions and population same as 1950. Neighborhood generally improved for families with children through provision of new public elementary school, new swimming pool, Catholic high school, and considerable rehabilitation of private homes. Large scale public housing projects for veterans built since 1950.

CHELSEA      Priority A      1950 Pop. (score part) 31,387

Centers:

None

1950 CONDITIONS FROM MAPS:

- Map #2) No non-white.
- #3) Heavy concentrations of foreign-born whites in southern portion.
- #4) Middle to low social rank except in northern portion.
- #5) Extensive room crowding in central section.
- #6) Housing in need of redevelopment and rehabilitation in same areas that overcrowding exists.
- #7) NEED FOR SERVICES: Extreme to Substantial (8-4) in central section; Extreme (8) in westerly section near Naval Hospital and Everett line.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Chelsea Urban Renewal Project.

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: Locke Street: 105 dwelling units; Clinton Street: 95 dwelling units.

CURRENT CONDITIONS AND TRENDS: There has been about a 10% decline in the population in the last ten years due to the Bridge, Expressway and demolition of properties. Sharp decline in young adult population; increase in older population, increase in Old Age Assistance.

EVERETT Priority C

1950 Pop. (score part) 29,030

Centers:

None

1950 CONDITIONS FROM MAPS:

- Map #2) Small percentages of non-white throughout city.
- #3) Some foreign-born on Chelsea border.
- #4) Middle-low social rank (scores under 60) throughout city, with lowest scores south of Chelsea Street.
- #5) Extensive room crowding in central part of city with extreme conditions again south of Chelsea Street.
- #6) Need for rehabilitation in Hendersonville and south of Chelsea Street.
- #7) NEED FOR SERVICES: Substantial (5-4) south of Chelsea Street; Some (3-2) in central area.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: None

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: None

CURRENT CONDITIONS AND TRENDS: Nearly a 10% decrease in population in the last ten years. Need for Senior Citizens programs becoming more apparent. Increase in poor housekeeping habits, broken families, neglected children.

MALDEN

Priority D

1950 Pop. (score part) 27,636

Centers:

None

1950 CONDITIONS FROM MAPS:

- Map #2) Small population of non-white in East Suffolk Square area.
- #3) 20%-24% of foreign-born white around East Suffolk Square.
- #4) With some exceptions, entire city is in middle social rank (scores 40-60) except for a few neighborhoods.
- #5) Central part of city shows some room crowding.
- #6) Quality of housing shows need for rehabilitation in central and southern portions.
- #7) NEED FOR SERVICES: Substantial to Some (5-2) central and southern areas; highest score in East Suffolk Square area.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Charles St. Project; Suffolk Square-Faulkner Project.

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: Newland Street: 250 dwelling units.

CURRENT CONDITIONS AND TRENDS: An increasing population in the last ten years.. about 5%. Increase in number of smaller children and young married groups. Many persons displaced from West End of Boston have relocated in Suffolk area.

MEDFORD (Southerly Part)      Priority D      1950 Pop. (score part) 5,519

Centers:      Staff:    Pro.      Vol.

West Medford Community Center      3      .6

1950 CONDITIONS FROM MAPS:

- Map #2) Some non-whites
- #3) Some foreign-born whites
- #4) Medium social rank
- #5) Some room crowding
- #6) No need indicated for rehabilitation or redevelopment
- #7) NEED FOR SERVICES: Some (2)

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Northern Expressway

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: Willis Avenue: 150 dwelling units.

CURRENT CONDITIONS AND TRENDS: Considerable increase in Negro population in one section. Increasing public interest in recreation needs.

NONANTUM- NEWTON      Priority D      1950 Pop. 13,479

Centers:      Staff: Pro. Vol.

Rebecca Pomroy House, Inc.      4.3      2.5

1950 CONDITIONS FROM MAPS:

- Map #2) No non-white
- #3) Some foreign-born whites
- #4) Scores show medium social rank
- #5) Extensive room crowding
- #6) Need for rehabilitation
- #7) NEED FOR SERVICES: (5) Substantial need indicated in census tract MC110 to west of Rebecca Pomroy House.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Mass. Turnpike Extension

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: None

CURRENT CONDITIONS AND TRENDS: Substantially static conditions. An Italian neighborhood with no known tensions. Property in good to fair state of conservation. No demolition.

REVERE Priority C

1950 Pop. (score part) 31,986

Centers: None

1950 CONDITIONS FROM MAPS:

- Map #2) No non-whites.
- #3) 20%-24% foreign-born in extreme southerly portion.
- #4) Low and middle social rank except in Beach and Point of Pines neighborhoods.
- #5) Room crowding throughout except in Central Neighborhood.
- #6) Scattered residential areas in need of rehabilitation.
- #7) NEED FOR SERVICES: Substantial to Some (5-2) except Central and Point of Pines neighborhoods.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: None

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: Broadway: 100 dwelling units.

CURRENT CONDITIONS AND TRENDS: Population increase of about 5% in the past ten years. Increasing teen-age problems. Housing Project needs social services.

SOMERVILLE Priority C 1950 Pop. (score part) 68,193

Centers: Staff: Pro. Vol.

Elizabeth Peabody House:

84 Broadway, Somerville (central office) )		
93 Broadway, Somerville )	7.5	
134 Beacon Street, Somerville )		1.8

1950 CONDITIONS FROM MAPS:

- Map #2) Non-whites only in West Somerville
- #3) Foreign-born whites in East Somerville and West Somerville
- #4) Predominantly middle to low social rank
- #5) Some room crowding, with extreme conditions in East Somerville
- #6) Large areas show need for rehabilitation and some redevelopment
- #7) NEED FOR SERVICES: (5-2) Substantial to Some need in Eastern Somerville; Some need throughout most of the city.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: Belt Expressway, Northern Expressway, Route 2 Extension.

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: Mystic Avenue: 216 dwelling units; Highland Avenue: 42 dwelling units.

CURRENT CONDITIONS AND TRENDS: Population density is high. Former Irish population has been, to a considerable extent, replaced by Italians. Dwellings mostly owner occupied. Average condition of houses -- poor to fair.

WATERTOWN Priority D

1950 Pop. (score part) 7,176

Centers: None

1950 CONDITIONS FROM MAPS:

Map #2) No non-whites

- #3) Concentration of foreign-born whites in East Watertown and south of Mt. Auburn Street. East Watertown over 25% foreign-born whites.
- #4) East and West Watertown show middle social rank (40-60)
- #5) Some room overcrowding in East Watertown
- #6) Entire town ranks as conservation area
- #7) NEED FOR SERVICES: Substantial (5-4) in East Watertown.

PLANNED HIGHWAY AND URBAN RENEWAL PROJECTS: None

FEDERAL LOW RENT PUBLIC HOUSING PROJECTS: None

CURRENT CONDITIONS AND TRENDS: Increase of 5% of the population in the last ten years. Conditions relatively unchanged.

FINANCES OF GREATER BOSTON SETTLEMENTS

Payments

<u>Services to People</u>	1958		1959*	
	\$	%	\$	%
Salaries of professional staff, including executives	\$ 562,388	46.4%	\$ 595,038	48.0%
Retirement benefits for same, including Social Sec'y taxes	26,758	2.2	35,427	2.9
Summer camp operations, including camperships	168,133	13.9	169,440	13.7
Program expense	<u>43,023</u>	<u>3.6</u>	<u>34,858</u>	<u>2.8</u>
	<u>\$ 800,302</u>	<u>66.1%</u>	<u>\$ 834,763</u>	<u>67.4%</u>
<u>Building Overhead</u>				
Custodians	\$ 97,041	8.0%	\$ 90,798	7.3%
Rent	2,680	.2	3,904	.3
Repairs and equipment	49,000	4.1	42,848	3.5
Insurance	16,464	1.4	20,435	1.6
Heat, light, telephone, water	72,564	6.0	76,820	6.2
Household expense, excluding that of residences	<u>17,293</u>	<u>1.4</u>	<u>14,748</u>	<u>1.2</u>
	<u>\$ 255,042</u>	<u>21.1%</u>	<u>\$ 249,553</u>	<u>20.1%</u>
<u>Administrative Expense</u>				
Secretaries' salaries	\$ 77,534	6.4%	\$ 79,361	6.4%
Auditors	5,331	.4	4,035	.4
Publicity and advertising	1,562	.1	1,302	.1
Office expense	<u>18,825</u>	<u>1.6</u>	<u>15,093</u>	<u>1.2</u>
	<u>\$ 103,252</u>	<u>8.5%</u>	<u>\$ 99,791</u>	<u>8.1%</u>
<u>Other Expense</u>				
Pensions to retired employees	\$ 11,870	1.0%	\$ 12,390	1.0%
Conferences, dues	11,455	.9	12,653	1.0
Household expenses, residences	10,546	.9	8,063	.7
Transportation	5,634	.5	9,231	.7
Lunchroom expense	7,790	.6	6,994	.6
Miscellaneous	<u>5,192</u>	<u>.4</u>	<u>5,508</u>	<u>.4</u>
	<u>\$ 52,487</u>	<u>4.3%</u>	<u>\$ 54,839</u>	<u>4.4%</u>
<u>Total Payments</u>	<u>\$1,211,083</u>	<u>100.0%</u>	<u>\$1,238,946</u>	<u>100.0%</u>

\* Nine months actual, three months estimated

RECEIPTS

	1958		1959*	
	\$	%	\$	%
<u>From People Served</u>				
Membership fees, dues	\$ 38,280	3.2%	\$ 45,038	3.6%
Camp fees	<u>119,361</u>	<u>9.8</u>	<u>117,402</u>	<u>9.5</u>
	<u>\$ 157,641</u>	<u>13.0%</u>	<u>\$ 162,440</u>	<u>13.1%</u>
<u>Gifts and Bequests</u>				
Endowment Fund income	\$ 136,159	11.3%	\$ 130,728	10.6%
Trust Fund grants, designated gifts	261,800	21.6	\$ 293,774	23.7
Benefits, Thrift Shop	<u>13,828</u>	<u>1.1</u>	<u>10,239</u>	<u>.8</u>
	<u>\$ 411,787</u>	<u>34.0%</u>	<u>\$ 434,741</u>	<u>35.1%</u>
<u>Other Receipts</u>				
Room and Board, residences	\$ 16,132	1.3%	\$ 11,735	.9%
Miscellaneous	<u>2,872</u>	<u>.3</u>	<u>4,603</u>	<u>.4</u>
	<u>\$ 19,004</u>	<u>1.6%</u>	<u>\$ 16,338</u>	<u>1.3%</u>
<u>Income other than UCS allocations</u>	\$ 588,432	48.6%	\$ 613,519	49.5%
<u>UCS allocations</u>	<u>\$ 589,816</u>	<u>48.7%</u>	<u>\$ 581,316</u>	<u>46.9%</u>
<u>Total Income</u>	\$1,178,248	97.3%	\$1,194,835	96.4%
	_____	_____	_____	_____
<u>**Deficits</u>	<u>32,835</u>	<u>2.7</u>	<u>44,111</u>	<u>3.6</u>
<u>Total funds spent</u>	<u>\$1,211,083</u>	<u>100.0%</u>	<u>\$1,238,946</u>	<u>100.0%</u>

\*Nine months actual, 3 months estimated.

\*\*Usually financed by Board Subscription and/or drafts from capital.

Settlement Council Long-Term Planning Committee

Recommendations for Neighborhood Service Centers:

A. Generic Social work at neighborhood level

- 1 - Provide specialized services to individuals and groups of the neighborhood.
- 2 - Bring neighborhood people together, develop local leadership, encourage self-help programs.
- 3 - Reach the unaffiliated, home-bound, hostile and anti-social elements in the community, not just those who find their own way to your door.
- 4 - Make yourself known as a central resource available for help with family and neighborhood problems.
- 5 - Cultivate and utilize local ethnic cultures; recognize and appreciate ethnic traditions and mores.
- 6 - Be sure major policy decisions are made after careful deliberation, especially when faced with alternatives such as:

Service to the hard-to-reach, troublesome individuals and groups, or to those more responsive and easily served.

More in-building program or a detached worker.

Intensive service to a few in great need, or less intensive services to many.

- 7 - Continually assess the economic, social, political and physical changes taking place in the larger community; anticipate emerging neighborhood problems and initiate preventive measures.
- 8 - Determine whether any service or program currently operating should be the responsibility of a public or other private agency; consider whether continuing such service may not in fact delay its adoption by the proper body.
- 9 - Give particular attention to the needs of tenants of public housing projects in the neighborhood through cooperation with project managers; seek to integrate families into the life of the neighborhood.

B. Cooperation with other agencies

- 1 - Establish contact with urban renewal officials and keep abreast of their programs and the laws under which they operate; operate as the liaison between residents of affected areas and official bodies.
- 2 - Develop effective working relationships with other social agencies, public and private - schools, churches, police, probation and parole officers, welfare and casework agencies, etc. - especially with continuing and complex problems.
- 3 - Keep a continuing inventory of referrals for specialized services; seek help when referral channels get clogged.

C. Social Education and Action

- 1 - Inform constituency of legislative efforts to prevent and alleviate current social problems.
- 2 - Share your informed knowledge of these problems with public officials.
- 3 - Be prepared to appear for or against proposed legislation; involve board, staff and constituents in such appearances.
- 4 - Participate in community, state and national social education and action efforts.

D. Making the most of existing resources

- 1 - Use every means to secure help from public bodies to which you and your neighborhood are entitled; in the process keep them informed of developing problems and concerns.
- 2 - Write out job specifications for every classification of staff, both professional and voluntary, full-time and part-time, from the board members and executive to the janitor - not what they are now doing, but what they should do; seek to find the best possible people to meet these specifications, even to the extent of paying higher salaries for fewer - but better - people.
- 3 - Make sure that volunteers are properly supervised and not asked to do more than they are competent to do; make them see that social work is exciting as a career.
- 4 - As rapidly as possible clear your Board of Directors of dead wood; make it known that certain regular duties are expected of each and every one, and assign such duties; make a reasonable knowledge of the neighborhood and the agency, within a reasonable time, the prime qualification for continuance on the board, and expect members in due course to visit other neighborhood centers on occasion.

- 5 - Give careful consideration to closer affiliation - through merger, federation or otherwise - with similar agencies in your general community, in order to make possible the employment of specialists, raise the quality of service, make maximum use of administrative talents with a minimum consumption of the budget; consider, if you are a small center, whether you may not be too small to provide really effective neighborhood service.
- 6 - If you are unable, for any reason, to provide a broad range of neighborhood services, consider carefully which needs are most pressing and work towards meeting those needs, even if it means giving up some of the good work now being done.
- 7 - Leave no stone unturned to secure maximum possible grants from foundations and trusts; be sure that your endowment funds, if you are lucky enough to have any, produce maximum income and capital gains commensurate with prudent management; make known to your wealthy friends how useful additional endowment would be, when new wills are written.
- 8 - Keep service to people at a maximum, overhead and administrative expense at the minimum.
- 9 - At least once each year appraise each program and service; involve board members and outsiders in this evaluation process.
- 10 - Be ready and willing to experiment with new projects, even if at the expense of some old ones; never let social service become humdrum; keep careful check on the success of each new venture.
- 11 - Make maximum use of surplus commodities, professional staff which may be borrowed, federal research and training grants, student volunteers, etc.

E. Public relations

- 1 - Keep the public informed of what you are doing - your victories and your defeats.
- 2 - Take neighbors into your confidence - make them a part of your planning process, so that they understand your objectives and handicaps.





